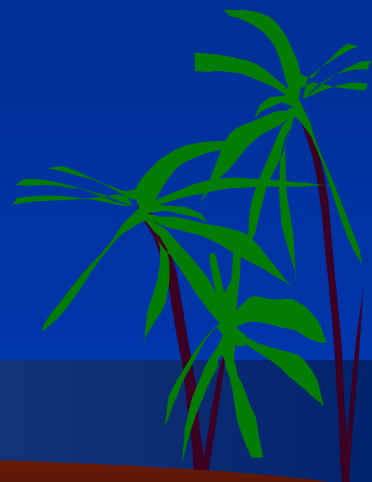
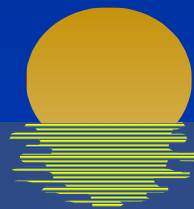


People of the Book?

The Army and Counterinsurgency

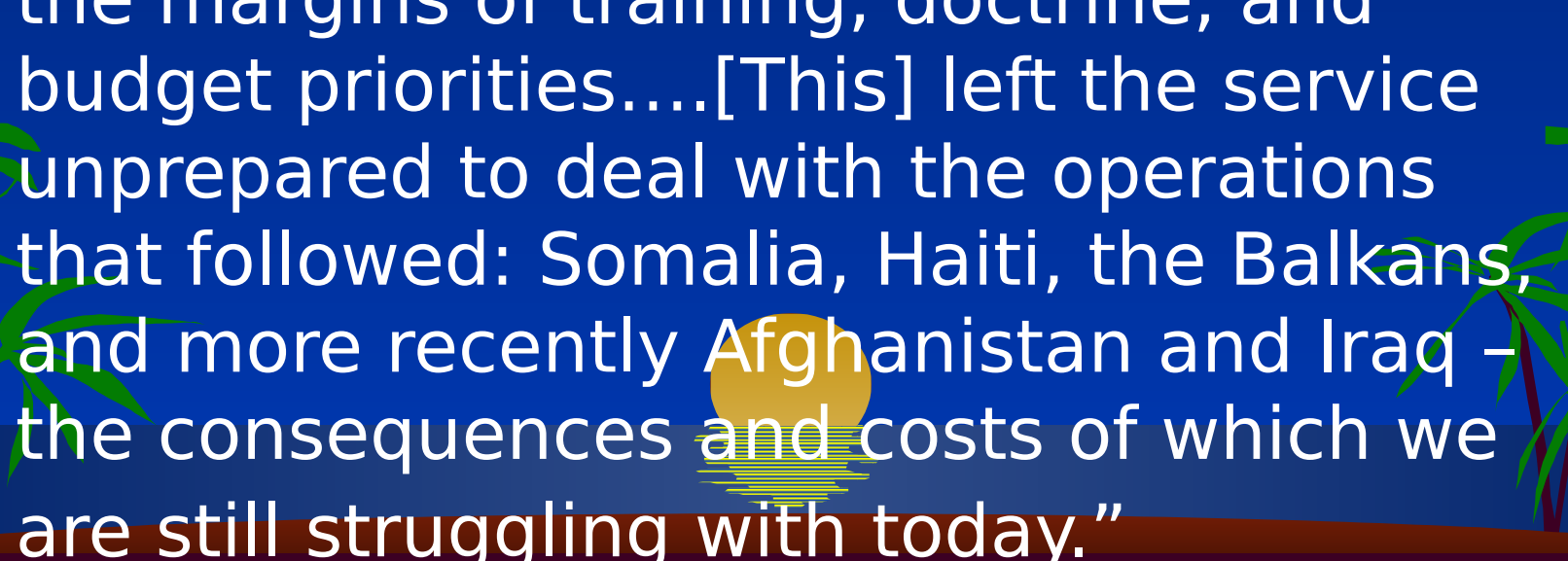
LTC John Nagl

U.S. Army



Unprepared.

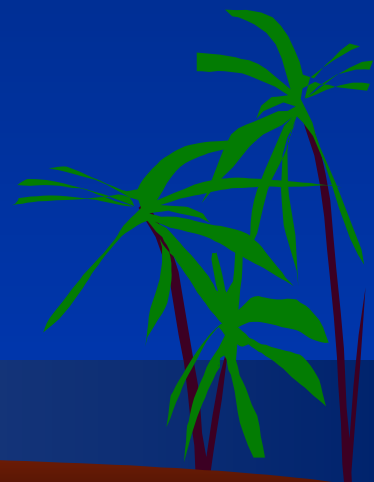
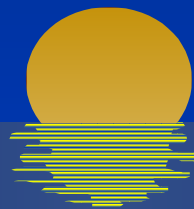
“In the years following the Vietnam War, the Army relegated unconventional war to the margins of training, doctrine, and budget priorities....[This] left the service unprepared to deal with the operations that followed: Somalia, Haiti, the Balkans, and more recently Afghanistan and Iraq – the consequences and costs of which we are still struggling with today.”

The background of the slide features a dark blue gradient. At the bottom, there is a decorative border with a brownish-red ground line. On the left and right sides, there are stylized green palm trees with brown trunks. In the center, a bright yellow sun is partially obscured by the text, with its reflection visible on the ground line.

We Have Responsibility

“We put an army on the battlefield that I had been a part of for 37 years. The truth of the matter is: It doesn't have any doctrine, nor was it educated and trained, to deal with an insurgency. ...After the Vietnam War, we purged ourselves of everything that dealt with irregular warfare or insurgency, because it had to do with how we lost that war. In hindsight, that was a bad decision....We have responsibility. ”

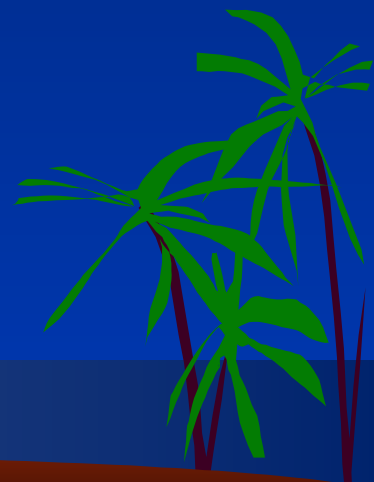
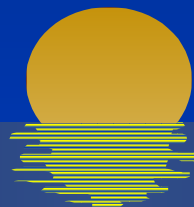
- GEN Jack Keane, 18 April 2006



Organizational Learning

- “A process by which an organization uses new knowledge or understanding gained from experience or study to adjust institutional norms, doctrine and procedures in ways designed to minimize previous gaps in performance and maximize future successes.”

- Richard Downie,
The U.S. Army as Learning Institution



Department of Defense Learning

- The Department must also adopt a model of continuous change and reassessment if it is to defeat highly adaptive adversaries.

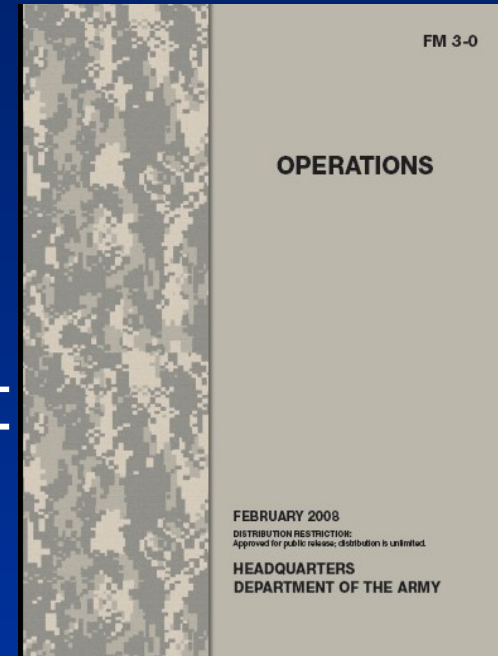
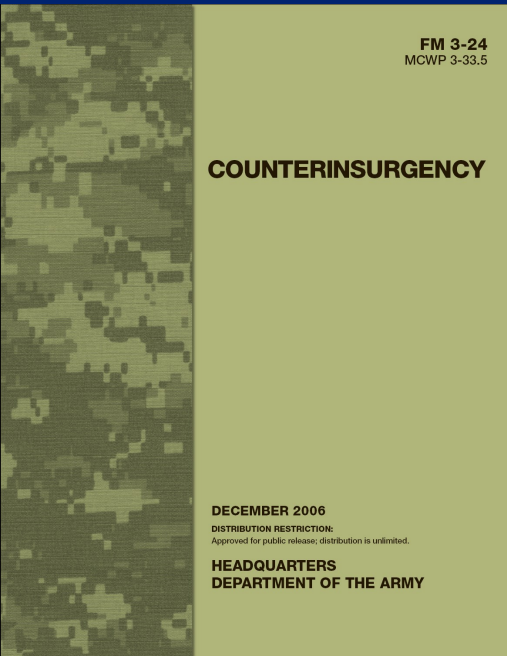
-2006 Quadrennial Defense Review

- It is DoD policy that:
4.1. Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct and support. They shall be given priority comparable to combat operations and be explicitly addressed and integrated across all DoD activities including doctrine, organizations, training, education, exercises, materiel, leadership, personnel, facilities, and planning.

-Department of Defense Directive 3000.05

Engines of Change?

- ✓ Doctrine
- Organization
- ✓ Training
- Material
- Leader Development
- Personnel
- Facilities



Organizing for an Advisory Role

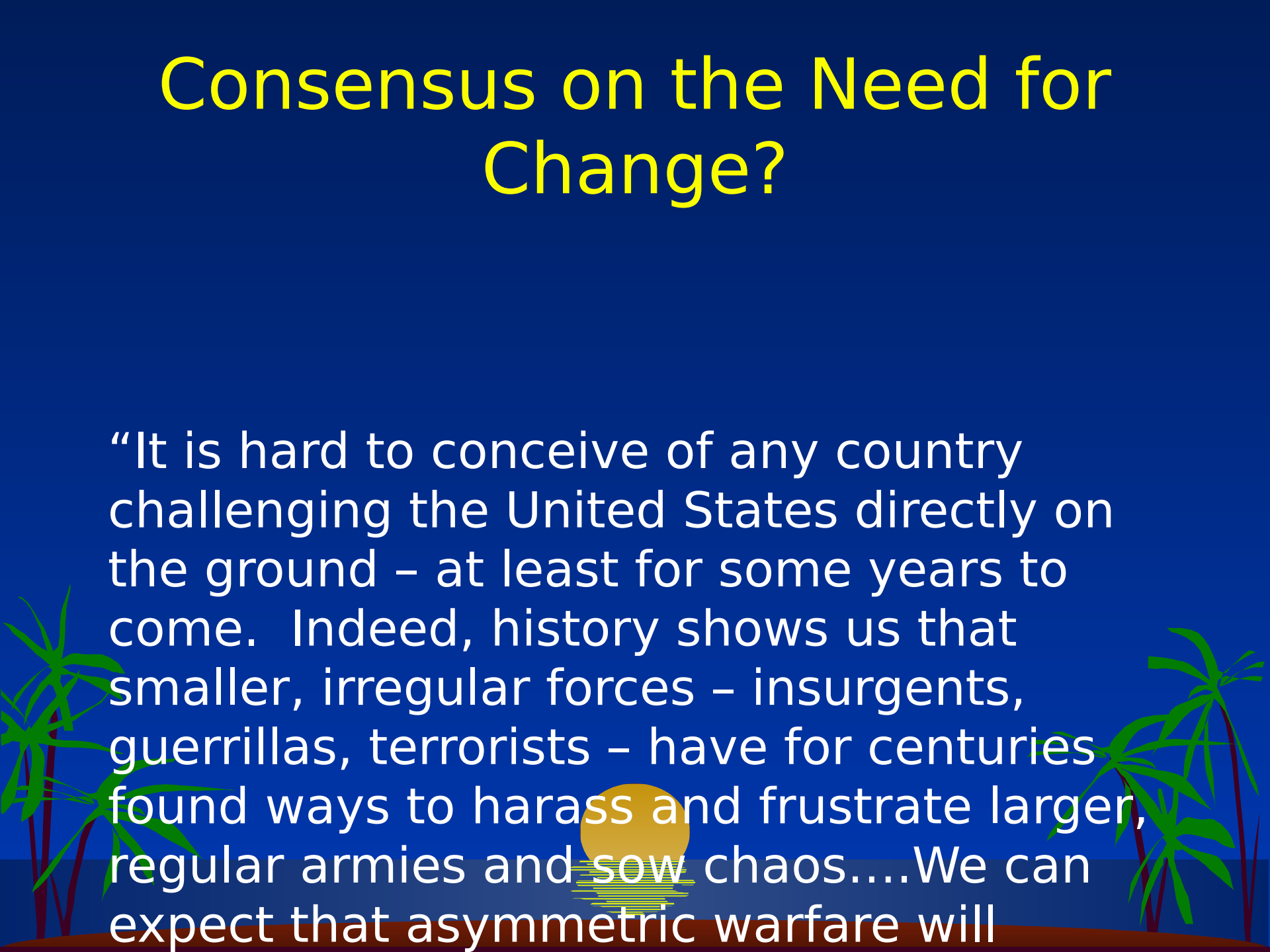
“The standing up and mentoring of indigenous armies and police – once the province of Special Forces – is now a key mission for the military as a whole. How the Army should be organized and prepared for this advisory role remains an open question, and will require innovative and forward th



-Secretary of Defense Robert Gates, 10 Oct

Consensus on the Need for Change?

“It is hard to conceive of any country challenging the United States directly on the ground – at least for some years to come. Indeed, history shows us that smaller, irregular forces – insurgents, guerrillas, terrorists – have for centuries found ways to harass and frustrate larger, regular armies and sow chaos....We can expect that asymmetric warfare will

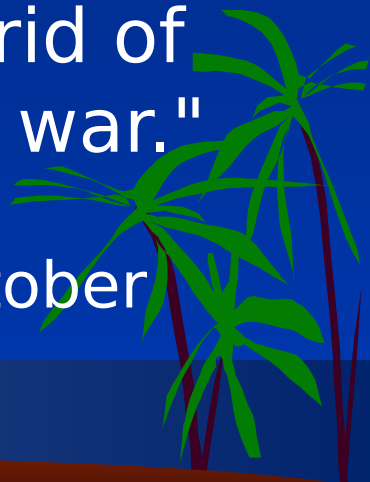
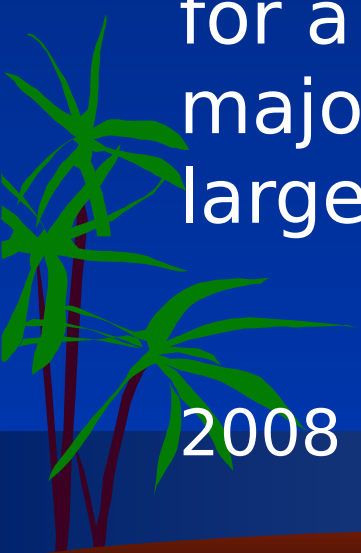
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Not So Fast.

“(T)he danger now, of course, is we get so focused on counterinsurgency and irregular warfare that we are not prepared for a different kind of war...whether that is major conventional war or . . . a hybrid of large conventional war and irregular war.”

-General Lance Smith, JFCOM 18 October

2008



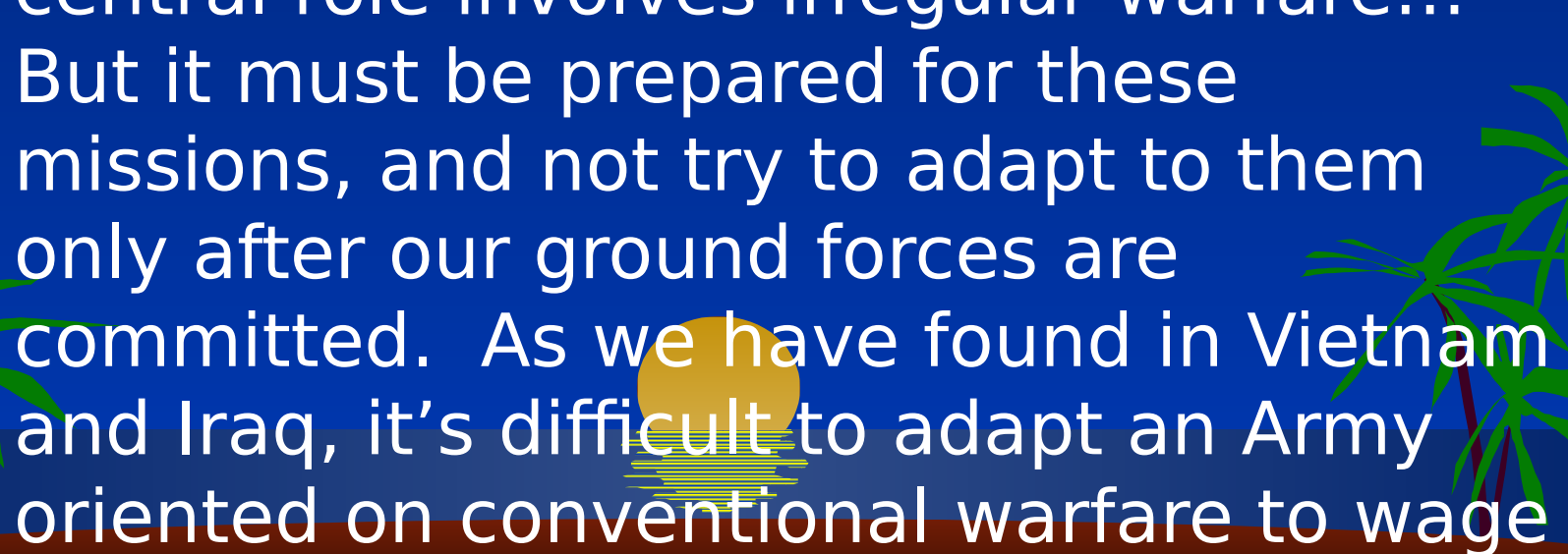
CONSENSUS: The Key to Organizational Learning

- Army has adapted and is beginning to learn COIN
- Key indications of true learning are doctrinal innovation, changes in organization, training, leader development, material, personnel, and facilities
- More learning still to be done—especially in the other agencies of the US Government

*Sustained
Consensus:
Alternative
Solution
Embraced as
Essential
Mission*

Self-Interest and National Interest Coincide (But Organizational Culture, B&O Politics Do Not)—Who Wins, Matters

“The best case for a big Army with a central role involves irregular warfare... But it must be prepared for these missions, and not try to adapt to them only after our ground forces are committed. As we have found in Vietnam and Iraq, it’s difficult to adapt an Army oriented on conventional warfare to wage

The background of the slide features a dark blue gradient. At the bottom, there is a decorative border with a brown ground line. On the left and right sides, there are green palm trees. In the center, there is a yellow sun with horizontal lines below it, suggesting a sunset or sunrise.